

# **Kentucky State Government Agency Strategic Plan Template**

November 11, 2013

## **a. Cabinet Number & Cabinet Name (2 digits)**

Cabinet for Health and Family Services -- 53

## **b. Department Number & Department Name (3 digits)**

713 – Health Benefit Exchange  
721 - General Administration and Program Support  
723 - Office of Inspector General  
724 - Office of Health Policy  
725 - Aging and Independent Living  
727 - Income Support (Disability and Child Support)  
728 - Public Health  
729 - Behavioral Health, Developmental and Intellectual Disabilities  
730 - Family Resource Centers and Volunteer Services  
736 - Community Based Services  
746 - Medicaid Services  
767 - Commission for Children with Special Health Care Needs

## **c. Office/Unit Number (Optional) & Office/Unit Name**

721- Office of Administrative and Technology Services  
721- Office of Ombudsman  
721 - Office of Human Resource Management

## **d. Agency Strategic Plan Origination Date**

November, 2013

## **e. Agency Strategic Plan Update/Revision Date**

N/A

## **f. Agency Strategic Plan Revision Number**

N/A

## I. Agency Mission Statement

The mission of the Cabinet for Health and Family Services is to deliver quality services that enhance the health, safety and wellbeing of all people in the Commonwealth of Kentucky.

## II. Agency Vision Statement

To become a recognized national leader in state-level health and human services through continuous quality improvement and accountability by:

- Improving delivery of health and human services through quality customer service;
- Promoting individual self-sufficiency and community sustainability for the betterment of vulnerable populations;
- Fostering higher health awareness through education and public information that engages all individuals and communities;
- Enhancing the use of technology to increase service efficiency and effectiveness; and
- Educating, empowering and deploying a highly skilled diverse workforce.

## III. Agency Organizational Core Values

- Integrity
- Teamwork
- Responsive Services
- Proactive Leadership
- Continuous Improvement
- Responsible Management
- Accountability
- Dedication

## IV. Statement of Alignment with the Governor's Strategic Themes/Goals

### A. Create Careers and Economic Opportunities

- Support individuals to acquire and maintain employment;
- Establish practices that create a positive business environment, within applicable statutes and regulations, for all customers; and
- Enhance the workplace environment to support and retain employees.

## B. Create a Healthier Kentucky

- Improve access to quality and affordable healthcare;
- Increase access to and the exchange of electronic health information;
- Support quality physical and behavioral health care;
- Improve consumer access to information about health, health care quality, and the health insurance marketplace; and
- Expand the continuum of services, supports, and resources to allow individuals to live in their communities.

## C. Enhance Educational Excellence

- Provide opportunities for early intervention, early learning and quality child care so young children are healthy and ready to learn

## D. Ensure Safe Communities

- Promote, protect and preserve the dignity and wellbeing of individuals and families;
- Assure that services are delivered by providers who meet applicable health and safety standards; and
- Increase the use of cabinet resources to address substance abuse.

## E. Enhance Responsible Governance

- Increase energy efficiency of cabinet owned or operated facilities
- Increase the use of information technology to support transparency and accountability;
- Increase the use of electronic resources to enhance efficiencies and avoid redundancies;
- Enhance business practices to maximize resources;

## V. Statement of Alignment with the Agency's Budget Request & 6-Year Capital Plan

The goals and objectives outlined within the Cabinet have been developed within expected and/or requested levels of funding.

## VI. Situation Analysis/Environmental Analysis

### A. Organizational Description (Internal Environment)

The Cabinet for Health and Family Services is one of the largest cabinets in state government and is comprised of the following departments and offices: Department for Aging and Independent Living; Department for Income Support; Department for Public Health; Department for Behavioral Health, Developmental and Intellectual Disabilities; Department for Community Based Services; Department for Medicaid Services; the Commission for Children with Special Health Care Needs; the Office of Health Policy; the Department for Family Resource Centers and Volunteer Services and the Office of the Kentucky Health Benefit Exchange. The following units are attached to the Office of the Secretary: Office of Administration and Technology Services; Office of the Inspector General; Office of the Ombudsman; Office of Communications and Administrative Review; Office of Policy and Budget; Office of Legal Services; the Office of Human Resource Management; and the Governor's Office of Electronic Health Information.

### B. SWOT Analysis

#### 1. Strengths

- Experienced leadership
- Expertise and dedication of staff in program areas
- Partnerships with stakeholders

#### 2. Weaknesses

- Maintaining an adequate number of experienced staff with increasing workloads

#### 3. Opportunities

- Collaboration with stakeholders
- Efficiencies through technology

#### 4. Threats

- Decreasing federal budget appropriations for entitlement and assistance programs that support vulnerable populations
- Increased need for services in times of declining revenues or limited revenue growth
- Increases in the number of citizens who are aged and disabled creates greater need for services
- Possible reduction of critical services to those in need

## C. Critical Success Factors & Key Organizational Challenges

Staffing challenges affect most program areas. Issues include not only an adequate number of professional and administrative support staff, but retention of experienced staff to mentor new workers. New and revised federal and state laws and regulations have a significant impact on workload for all staffing levels; for example, a new computerized tool (Quality Indicator Survey) to assist with long term care surveys is expected to add one to two additional days to the length of surveys conducted in Medicare and Medicaid certified facilities.

The implementation of Medicaid managed care statewide, except for populations served in Medicaid waiver programs or in long-term care facilities, is a massive service delivery change. New and highly skilled and experienced professionals will be needed to provide oversight and monitoring of the managed care contracts.

The advance of health information technology involves electronic health records, billing and reimbursement for services paid with state and federal funds, and data collection about health services delivered throughout the state. Each of these items involves high level networking and technical expertise.

The Cabinet has a unique and important role in the event of a disaster affecting Kentuckians. Public Health is a key player in disaster response, and other departments have specific responsibilities for individuals in the care or custody of the state, and oversight of other health providers and human service organizations that may be responding or affected by disastrous events.

## VII. Measurable Goals, Objectives & Key Performance Indicators

### A. Create Careers and Economic Opportunities

#### ***A1. Establish practices that create a positive business environment within applicable statutes, regulations for all customers.***

A1.1. – Develop new communication channels.

A1.1.1. – Use new and existing technologies to connect and interact with customers and the public including web pages, email, social media and mobile devices.

A1.1.2. – Develop accessible information technology solutions that accommodate persons with disabilities, limited literacy, and those who speak English as a second language.

***A2. Enhance the workplace environment to support and retain a knowledgeable and experienced workforce.***

A2.1. – Improve the quality of performance evaluations to enhance communications between staff and supervisors.

A2.2. – Conduct staff training to ensure compliance and the use of best practices, including use of on-line training modules.

***A3. Support individuals to acquire and maintain employment.***

A3.1. – Provide job training and work supports to assist families to self sufficiency.

A.3.1.1. - Achieve a statewide work participation rate of 50% of participants in the Kentucky Transitional Assistance Program (Temporary Assistance to Needy Families) under federal and state program rules.

A.3.1.2. - Maintain statewide participation rate of 90% for two-parent family participants in the Kentucky Transitional Assistance Program under federal and state program rules.

**B. Create a Healthier Kentucky**

***B1. Improve access to quality and affordable healthcare.***

B1.1. - Increase access to and the exchange of electronic health information.

B1.1.1. – Implement policies and procedures to preserve individual privacy and maintain security of personal health information.

B1.1.2. – Increase the number of providers and participants in the electronic health exchange.

B1.2. – Expand the continuum of services, supports, and resources to allow individuals to live in their communities.

B1.2.1. –Pursue options and seek federal and state resources to provide additional supports to individuals with disabilities to enable them to live in their communities.

B1.3. – Enhance outcome measures relating to substance abuse treatment.

B1.3.1. – Increase collaboration with behavioral health and

substance abuse professionals on outcome measures.

B1.3.2. – Utilize information available from the federal Substance Abuse and Mental Health Services Administration regarding national outcome measures and best practices for substance abuse treatment.

B1.4 - Promote policies that support healthy communities and individuals.

B1.4.1. - Improve the health of disparate populations.

B1.4.2 - Develop a Healthy Kentuckians 2020 Plan.

B1.4.3 - Reduce chronic disease risk by decreasing youth smoking.

B1.5 Assess the Commonwealth's healthcare workforce and health facility capacity to meet needs of the population given the implementation of the Affordable Care Act.

B1.5.1 Coordinate the Cabinet's response to the recommendations made in 2013 reports regarding workforce and health facility capacity.

B1.5.2 By April 30, 2014, propose revisions to the State Health Plan to address health facility capacity issues.

B1.6 - Promote the efficient use of resources in health care delivery systems in the Commonwealth.

B1.6.1- Coordinate Cabinet policies regarding effective use of telehealth network in the Commonwealth.

B1.6.2- Promote evidence-based practices regarding integration of health service delivery.

B1.7 – Implement Medicaid expansion effective January 1, 2014.

B1.8 – Open the Medicaid behavioral health network to increase access to services for children and adults.

B1.9 – Expand the Medicaid benefit to include coverage for substance abuse.

## ***B2. Support quality physical and behavioral health care.***

B2.1. – Complete Medicaid eligibility decisions within 30 days of application for no less than 95% of applicants.

B2.1.1. – Establish monthly reviews for timeliness.

- B2.1.2. – Collaborate with Department for Medicaid Services and its managed care contractors in system changes.
- B2.2. – Transition from fee-for service system to pay-for performance system in the Medicaid program.
  - B2.2.1. – Incentivize providers to follow best practices for the provision of care.
  - B2.2.2. – Monitor health outcomes through standardized tools and measures, i.e., HEDIS measures.
- B2.3. – Implement a national fingerprint background check program for prospective employees of long term care providers.
  - B2.3.1. – Collaborate with stakeholders to design a data system for registry and fingerprint-supported criminal history checks.
  - B2.3.2 – Establish links between Office of Inspector General and the Kentucky State Police for state criminal records checks and to the FBI database for national criminal records checks.
  - B2.3.3. – Seek enabling legislation to establish the national fingerprint check program and to make fingerprint checks mandatory prior to employment in a long term care setting.
- B2.4. - Increase dental services for Kentucky's children.
  - B2.4.1. – Provide 10% of the existing dental workforce with specialized dental training.
  - B2.4.2. – Increase by 20% the number of assessment and varnish services to children under age six by local health departments.
- B2.5 Coordinate the revision of Kentucky's Olmstead Compliance Plan.
  - B2.5.1 Complete revisions by January 30, 2014.

***B3 - Improve consumer access to information about health, health care quality, and the health insurance marketplace.***

- B3.1. – Analyze the Kentucky health insurance marketplace and analyze options and cost of technology solutions regarding health benefit exchanges.
  - B3.1.1. - Optimize federal funding to conduct planning and analyses.
  - B3.1.2. – Collaborate with states and federal government on information technology to leverage innovations and proven solutions.



- B3.1.3. – Analyze system and information technology needs for communications across departments and programs.
- B3.2. – Provide information to consumers on quality indicators for health care services.
  - B3.2.1. – Identify and use tested products that provide indicators of quality care, utilization, avoidable stays related to hospitals.
  - B3.2.2. – Expand to other types of health care services when technology is available.
  - B3.2.3. - Develop web-based data to display quality data
- B3.3 – Maintain a chronic disease information program for individuals with disabilities, aging individuals, and caregivers.
  - B3.3.1. – Continue training to all area development districts.
  - B3.3.2. – Enroll 800 adults and caregivers in a six-week course on disease management.

## C. Enhance Educational Excellence

### ***C1. Provide opportunities for early intervention, early learning, and quality child care so children are healthy and ready to learn.***

- C1.1 – Increase early literacy and numeracy outcomes in the First Steps Program.
  - C1.1.1.- At least 60% of children who enter the program below age expectation will substantially increase literacy and numeracy skills by age three or when they exit the program.
  - C1.1.2. -At least 40% of children will function at age expectation by age three or when they exit the program.
- C1.2. – Increase the number of diagnostic evaluations for infant hearing loss.
  - C1.2.1. –At least 75% of infants referred following a failed hearing screening will have a diagnostic evaluation.
  - C1.2.2. –Formalize interagency partnerships to increase the number of quality service providers.

## D. Ensure Safe Communities

### ***D1. Promote, protect, and preserve the dignity and well-being of individuals and families.***

D1.1 – Increase the capacity of the state to respond to emergency or crisis situations.

D1.1.1. – At least 75% of Kentucky's local health departments will have an emergency operations plan.

D1.1.2. – All health department emergency responders will be trained to Tier I level.

D1.1.3 – The Department for Public Health will conduct and evaluate a staff assembly drill during 2014.

D1.2 – Enhance permanency for children in the state's custody

D1.2.1. – Through data monitoring, develop regional action plans that reduce the number of placements a child experiences.

D1.2.2. – Increase by 5% the number of statewide partners participating in the Community Collaborations for Children regional networks.

D1.3. –Improve the understanding of health care professionals about the effects of traumatic events on individuals in order to maximize the efficacy of behavioral and physical health care interventions.

D1.3.1. – Create a department-wide team to develop policy on "trauma-informed" care for individuals with behavioral health care needs and individuals with a developmental disability.

D1.3.2. - Create curricula and conduct training to increase awareness and enhance the effectiveness of "trauma-informed" care.

### ***D2. Assure that services delivered by providers meet applicable health and safety standards.***

D2.1 –

Improve inspections and surveys of health care facilities

D2.2.1. – Continue to conduct specialized in-depth training for complaint/incident investigations for all surveyors.

D2.2.2. – Ensure available nurse regulator positions are filled.

D2.2.3. – Continue to conduct trainings for staff of long term care facilities.

D.2.2.4. – Implement the federal Quality Indicator Survey process for Medicaid/Medicare certified long term care facilities.

***D3. Enhance the use of technology to address substance abuse.***

D3.1. – Enhance the use of the Kentucky All Schedule Prescription Electronic Report system (KASPER) to monitor controlled substances.

D3.1.1. – Maintain or increase the number of account holders participating in KASPER.

D3.1.2. – Develop criteria for trigger reports on prescribers.

D3.1.3. – Increase the distribution of unsolicited KASPER reports.

**E. Enhance Responsible Governance**

***E1. Increase energy efficiency of cabinet owned or operated facilities.***

E1.1. –Reduce energy consumption in state buildings by 15 percent by 2015.

E1.1.1. - Continue collaboration with Finance Cabinet on the Commonwealth Energy Management and Control System.

E1.1.2. - Continue energy savings and performance contracts with cabinet owned or operated facilities.

***E2. Increase the use of electronic resources to enhance efficiencies and avoid redundancies.***

E2.1. – Continue process improvement with the Office of Administration and Technology System's Economies and Efficiencies initiative throughout the cabinet.

E2.1.1. – Identify and eliminate redundancies in business processes.

E2.1.2. – Integrate data sources for more timely information.

E2.1.3. – Document cost avoidance and other outcomes.

E2.1.4. – Develop technology platforms and applications for staff to be mobile and productive.

***E3. Increase the use of information technology to support transparency and accountability.***

E3.1 –Replace the Kentucky Automated Management and Eligibility System (KAMES) with an integrated system that will accept applications via internet and link to other major Cabinet information systems.

***E4. Enhance business practices to maximize resources.***

E4.1 – Enhance the child support collections with information technology.

E4.1.1. – Increase the number of vendors submitting electronic records.

E4.1.2. – Continue development of online resources for easy access by staff.

**VIII. Strategic Plan Progress Report on  
Goals & Objectives Operable in the Last year**

N/A